



OFFICE OF
RESILIENCE AND
COMMUNITY SERVICES

A large, stylized illustration of a diverse group of people of various ages and ethnicities holding hands. They are arranged in a large arrow shape that points from the left towards the right, following the path of the main title. The people are depicted in simple, colorful clothing.

MOVING FORWARD

PATHWAYS TO EXCELLENCE

2016-2017 Office of Resilience and Community Services Annual Report

LETTER FROM OUR MAYOR - GREG FISCHER



A successful city helps all its citizens reach their full human potential. That's why my administration has pursued three big-picture goals since I became Mayor in 2011: increase lifelong learning, improve health, and make Louisville an even more compassionate city.

The Louisville Metro Office of Resilience and Community Services (RCS) helps with each of these goals through its many people-centric services. Whether it be serving as a voice for vulnerable populations; providing a safety net to help residents in need avoid a crisis; or connecting residents with

resources and opportunities on their journey to self-sufficiency, RCS' work is vital to ensure that everyone has the opportunity to succeed.

I commend Director Gena Redmon and her team for continuing to strengthen partnerships and collaborations to achieve results. Neighborhood Place is a premier example of how successful a collaboration of multiple agencies can come together to improve service delivery. RCS remains committed as a Neighborhood Place partner and continues to expand programs and services offered.

I am also excited about appointing Eric Friedlander as the city's first Chief Resilience Officer last spring to lead Louisville's efforts in the 100 Resilient Cities network. Eric will work closely with the Office of Resilience and Community Services staff to create partnerships that will help all residents, with a particular focus on low-income and vulnerable populations, while also working to ensure our city is best prepared to withstand and bounce back from chronic stresses and acute shocks.

With the leadership of Gena and Eric, and the continued commitment of their teams, I am confident that RCS will continue **moving forward** to make our community a stronger and brighter place for all of us.

LETTER FROM OUR DIRECTOR - GENA REDMON

As the Director of Louisville Metro Office of Resilience and Community Services (RCS), I am acutely aware of how poverty and/or a crisis or hardship can impact individuals' lives and the communities where they live. Our agency is charged with being responsive to these conditions and the needs of our residents. It's a role we are honored to have.

RCS' core areas of focus include housing the homeless; building the financial stability and security of families; promoting volunteerism; and advocating on behalf of vulnerable populations. I am so proud of the compassion our staff members show each day to help Louisvillians lift themselves out of adversity into a place of hope. Together we are making a difference by providing supports to transform lives.

Moving Forward, the theme of this publication, describes our continued efforts to build self-sufficiency and resilience. I encourage you to review the statistical and descriptive data that tell the story of the many lives that have benefitted from RCS' programs and services.

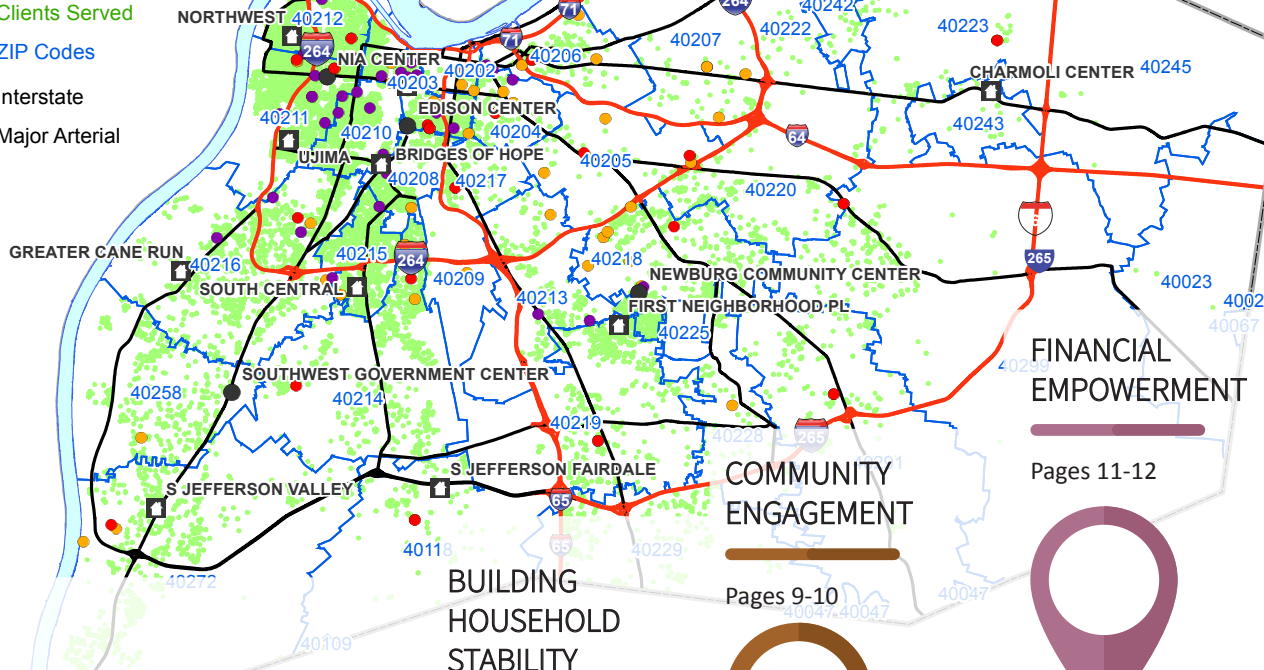
I would like to express my gratitude to Mayor Fischer, other Metro Government agencies, our private and non-profit partners, countless volunteers, and our local community members who have traveled this journey with us and helped contribute to our clients' and residents' successes. My gratitude also to our former director, Eric Friedlander, who was appointed as Louisville's first Chief Resilience Officer last April. Eric's energetic and positive leadership leaves a wonderful legacy at RCS, and we look forward to collaborating with him on the development of Louisville's Resilience Strategy.

As we look to the future, let us continue **moving forward** to break down barriers, open doors and provide opportunities that create a brighter future for all Louisville residents.



RCS Services FY17

- Main and Outlying Offices
- Neighborhood Place Sites
- Foster Grandparent Program Sites
- Retired and Senior Volunteer Program Sites
- Senior Nutrition Sites
- Clients Served
- ZIP Codes
- Interstate
- Major Arterial



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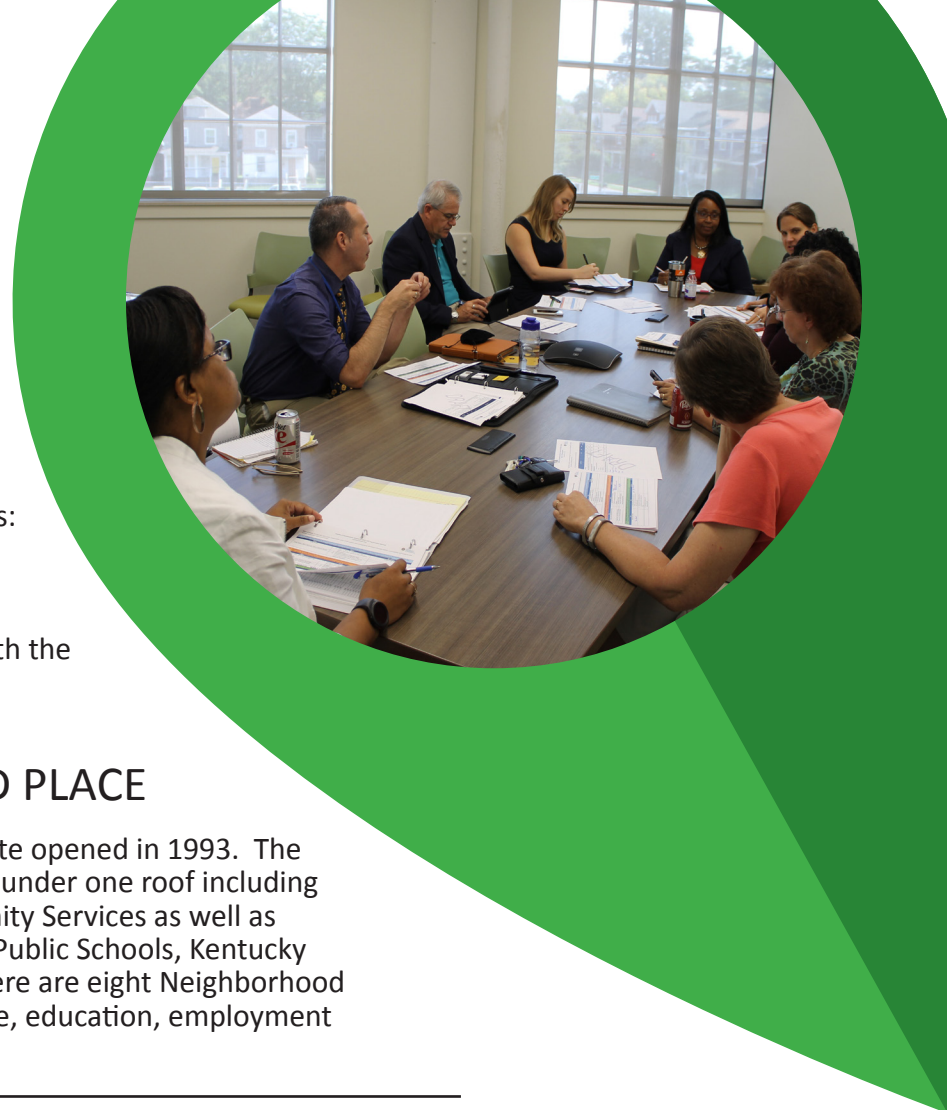
WHO ARE WE?

WE ARE AN AGENCY
OF LOUISVILLE METRO
GOVERNMENT

The Office of Resilience and Community Services (RCS) is an integral part of Louisville Metro Government. Our work encompasses numerous client-based social services for Louisville residents with the intent to serve the needs of low income and vulnerable populations in a holistic way. We strive to achieve Mayor Fischer's and Metro Government's goal of creating a culture of continuous improvement, and using data to drive decision making with the following objectives:

- Improve the way we deliver services to our customers
- Strengthen community partnerships that focus on measurable outcomes

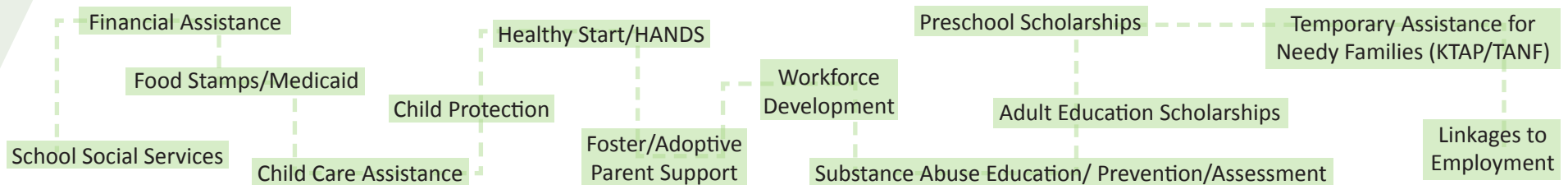
We actively participate in initiatives led by the Mayor's Office of Performance Improvement (OPI) including LouieStat - a process of problem-solving meetings with the Mayor and senior leadership using methodologies such as Lean and Six Sigma.



WE ARE A PARTNER IN NEIGHBORHOOD PLACE

RCS has been a leader in Neighborhood Place since the first site opened in 1993. The Neighborhood Place model combines several partner agencies under one roof including Louisville Metro Government's Office of Resilience and Community Services as well as the Department of Public Health and Wellness, Jefferson County Public Schools, Kentucky Cabinet for Health and Family Services and Centerstone. Today there are eight Neighborhood Place locations across Jefferson County bringing together health care, education, employment and social services.

COLLABORATIVE SERVICES



WE ARE THE COMMUNITY ACTION AGENCY FOR JEFFERSON COUNTY

RCS is the community action agency and Community Services Block Grant (CSBG) recipient for Jefferson County. We are one of more than 1,000 community action agencies across the nation committed to fighting poverty to help communities and change lives. In order to reduce poverty, RCS works to better focus available local, state, federal, and private resources to assist low-income individuals and families to acquire useful skills and knowledge, gain access to new opportunities, and achieve economic self-sufficiency.

PATHWAYS TO EXCELLENCE

In the fall of 2016, RCS embarked on the Pathways to Excellence, the Community Action Network's Premier Organizational Capacity Building Initiative. Pathways uses 35 Standards of Excellence modeled closely after the Malcolm Baldrige Criteria and is specifically adapted for the Community Action Network to define the very best practices for agencies.

The feedback from the RCS Pathways Self-Assessment submitted in May 2017 sets forth our pursuit for Opportunities for Improvement (OFIs) to attain all of the 35 standards, across seven Benchmark of Excellence categories.

Benchmarks of Excellence

1. Organizational Leadership
2. Strategic Planning and Direction
3. Customer, Constituent, and Partner Focus
4. Measurement, Analysis, and Performance Management
5. Human Resource Focus
6. Organizational Process Management
7. Organizational Results

COMMUNITY ACTION BOARD

*Our thanks to the following
Community Action Board (current
members) who provide guidance
to ensure the mission of
our agency is being met
in the community.*

PRIVATE SECTOR REPS:

Janet Jernigan, Board Chair

Maggie Elder

Andre Foster

Tyler Glick

Keith Hamilton

Neva Marie Polley

Rylan Truman

Iris Wilbur

John Shaw-Woo

PUBLIC SECTOR REPS:

Mayor Greg Fischer

Rashaad Abdur-Rahman

Tim Barry

Gabriel Fritz

Geoffrey Hobin

Ben Langley

Scott Love

Sarah Moyer

Tamara Russell

Jackie Stamps

COMMUNITY SECTOR REPS:

Jacqueline Baker

Troy Burden

Jamesetta Ferguson

Rodney Houston

Humphrey Marshall

Velma Martin

Gloria Moorman

Jo Ann Orr

Rose Robinson

Jody Rogers

PREVENTING HOMELESSNESS

Resilience and Community Services strives to reduce the number of Louisville residents who become homeless and provide aid to any who do. One way RCS accomplishes this is by providing funding to homeless shelters and homeless services in Jefferson County. Funding sources for shelters, prevention services and outreach include:

- Emergency Solutions Grants (ESG)
- Community Development Block Grants (CDBG)
- Housing Opportunities for Persons with HIV/AIDS Grants (HOPWA)

91 Louisville residents were prevented from facing eviction and homelessness in FY17 through the **Eviction Defense Program**: A partnership between **Legal Aid Services of Louisville** and RCS.

RCS partners with **Neighborhood Place** to provide services, including financial assistance, to Louisville residents. A qualifying family or individual can get emergency help to pay for necessities. The financial assistance program is aimed toward **Louisville residents who are normally self-sufficient, yet circumstances leave them currently unable to pay rent.**

1,729 Households received Neighborhood Place Financial Assistance in FY17

SHELTERWORKS

KentuckianaWorks, in partnership with **RCS**, provided training and employment services in a new pilot program for individuals supported by emergency short-term housing. These clients are in short-term stay status at **St. John Center** awaiting housing support. **ShelterWorks** focuses on increasing the skills and employability of clients through training in high-demand sectors and occupations and career **coaching to attain career-path employment.**

7,777 people were sheltered or received services through RCS or RCS funded Homeless Programs in FY17.

Homeless Shelters that received funding in FY17 include:

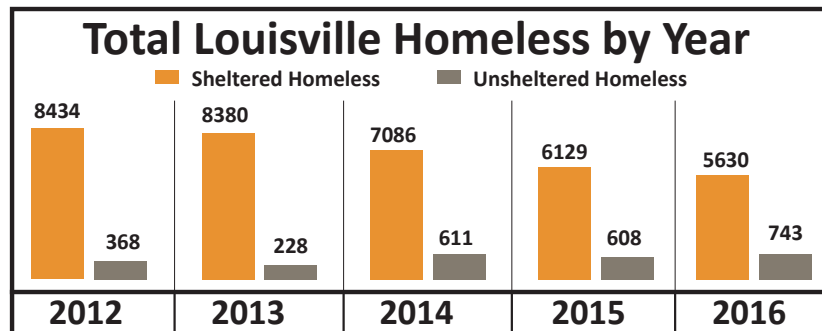
- House of Ruth Glade House
- St. John Center Emergency Day Shelter
- The Salvation Army Center of Hope
- Society of St. Vincent de Paul Ozanam Inn
- Volunteers of America Family Emergency Shelter
- Wayside Christian Mission Men's and Family Emergency Shelter
- YMCA of Greater Louisville Safe Place
- White Flag (provided by shelters and coordinated through The Coalition for the Homeless)

Other agencies that received funding in FY17 include:

- The Coalition for the Homeless
- Family and Children First
- Family Health Centers
- Jeff Street Baptist Community at Liberty
- Legal Aid Society of Louisville



265 Louisville Residents were Unsheltered on the Night of January 25, 2017 (Latest COC Point in Time Count)



Select Homeless Subpopulation 2016	Number	% change from 2015
Number of Single Individuals	4909	1.9% decrease
Number of Homeless Families	362	15.6% decrease
Number of People in Families	1139	13.52% decrease
Number of Children (age <18)	1079	14% decrease
People with disabilities	3549	2.2% increase
Veterans	706	10.8% decrease

Data obtained from Louisville Continuum of Care (COC) on 9/21/17



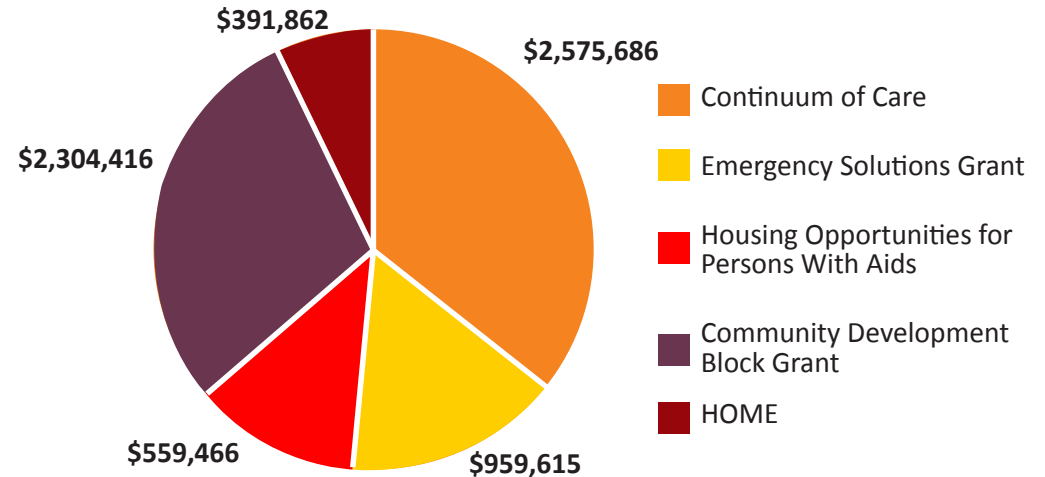
Martin has been a client of RCS for just over six months. Angelicia, Martin's case manager, helped him transition from experiencing homelessness to obtaining an apartment to call his own. **Part of Angelicia's work with Martin has been connecting him with another RCS initiative, the Microbusiness program.** The Microbusiness program seeks to help qualified Louisville residents become business owners through education and small loans. Martin, with more than 30 years of experience working in kitchens, now plans to participate and explore **opening a food truck selling BBQ.**

Martin having a meeting with RCS team members, Earline W. and Angelica M. (not shown)

HOUSING SERVICES

RCS provides rental, utility, and security deposit assistance to qualified Louisville residents experiencing homelessness. Additionally, RCS provides case management to clients, which includes financial literacy/budget training, mental health assistance, chemical dependency counseling, and many other services aimed at improving self-sufficiency.

Grants that helped fund Long Term Housing & Support in FY17:



Select Long Term Housing and Support Programs:

Shelter Plus Care (SPC): Designed to help homeless individuals obtain not only housing but also employment, medical care, and other needed wrap around services.

Permanent Supportive Housing (PSH): Indefinite rental/leasing assistance paired with services to help homeless individuals with disabilities.

Rapid Re-Housing: Program to move homeless individuals as rapidly as possible into permanent housing by providing housing search and relocation services and short to medium term rental assistance.

HOME Tenant Based Rental Assistance (TBRA): Provides subsidies for housing based upon the income of the household.

BUILDING HOUSEHOLD STABILITY

In FY17, the Office of Resilience and Community Services achieved significant household stability outcomes identified in five community domain levels: **Energy Assistance, Financial Assistance, Family Collaborative Services, Senior Food Supports and Career/Employment Assistance**

ENERGY ASSISTANCE

LIHEAP (*Low Income Home Energy Assistance Program*)

21,859 Applications Processed

- LIHEAP introduced two major enhancements yielding an increase in the number of clients served, decrease in wait time for applications, and increase in both accessibility and customer satisfaction.
- A new automated appointment system preventing the need for participants to come onsite to schedule.
- Expansion to six service site locations which included four Neighborhood Place sites.
- Cumulative community benefit totaling \$3,838,851.00.

FINANCIAL ASSISTANCE

FAMILY COLLABORATIVE SUPPORTIVE SERVICES & PROGRAMS

Neighborhood Place Bridges Gaps

115,756 Community Families Accessing Neighborhood Sites

Neighborhood Place assisted:

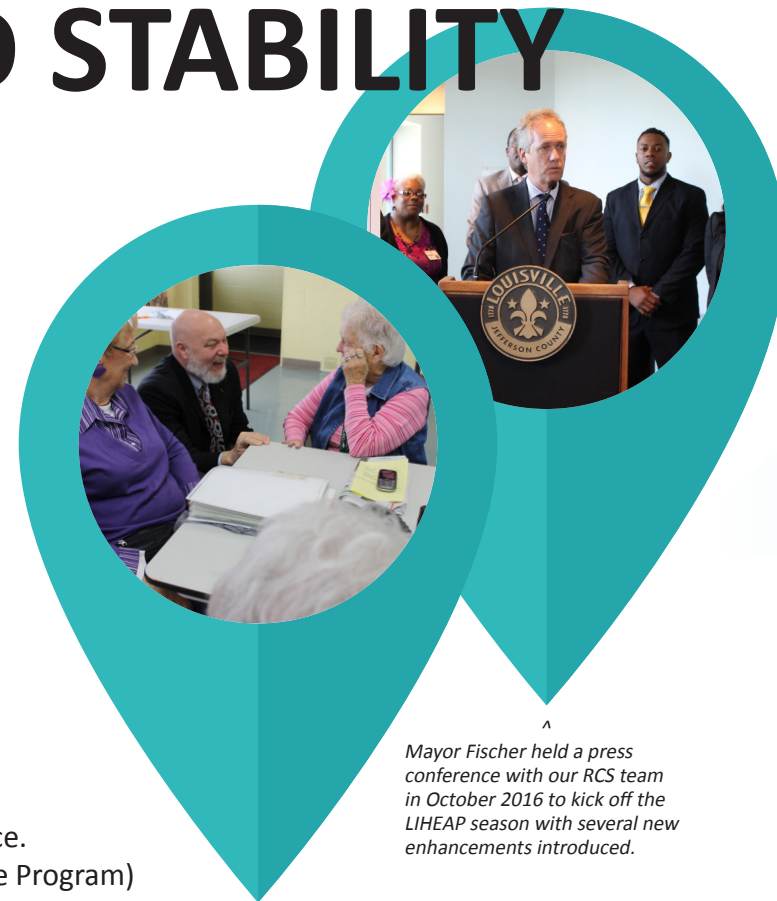
- 1,729 households with eviction prevention rental/utility assistance.
- 43,817 households with SNAP (Supplemental Nutrition Assistance Program) benefit coordination and advocacy.
- 7,650 JCPS students with clothing assistance.
- 2,537 families with child protection and prevention services.
- 317 residents with workforce development services.
- 1,691 households with Healthy Start Prenatal Services to decrease infant mortality rates in identified communities.
- 5300+ JCPS students received backpacks and other resources to prepare for the 2017-18 academic year with the support of numerous community and business partners.
- 151,802 emergency food boxes or supplemental food provisions provided to visitors at Neighborhood Place.

SENIOR FOOD SUPPORTS

Senior Nutrition Program

Over 200,000 Meals Served

- 2,000 eligible seniors who are homebound through the Meals on Wheels Program or active seniors at senior sites and senior centers were served hot, nutritious meals with the help of 500 volunteers.
- Community seniors received 600 Farmer's Market vouchers via Neighborhood Place sites for eligible Farmer's Market purchases.



^ Mayor Fischer held a press conference with our RCS team in October 2016 to kick off the LIHEAP season with several new enhancements introduced.

^ Individuals 60 years and older are invited to gather each weekday at one of 22 senior congregate sites across Jefferson County. Pictured are participants at the Wilderness Road Senior Center on Bluelick Road who enjoyed some fun and fellowship before being served a nutritious and delicious lunch-time meal.

CAREER/EMPLOYMENT ASSISTANCE

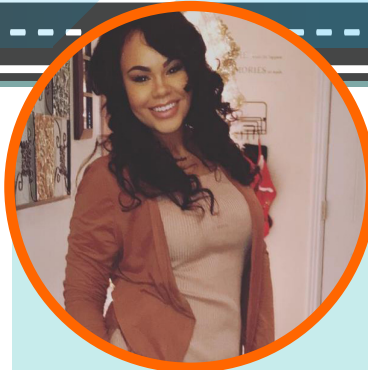
Case Management Milestones to Self Sufficiency

- 66.33% unemployed participants were able to obtain employment
- 85.07% participants maintained a job for at least 3 months
- 67.50% participants obtained an increase in employment income and/or benefits,
- 58 participants received associate's or bachelor's degrees and/or preschool scholarships
- 42.86% participants increased their savings through Individual Development Accounts (IDA) or other saving accounts
- 71.43% participants had children who received preschool readiness activities and were developmentally ready to enter Kindergarten or 1st grade
- 17.58% participants achieved "living wage" employment and benefits
- 417 participants obtained access to reliable transportation and/or driver's license
- 5269 participants obtained and/or maintained safe affordable housing

Note: RCS Case management programs are offered in several divisions including housing, CSBG and Neighborhood Place.



Nicole Layton first contacted our agency when applying for the Preschool Scholarship Program to help her son, Aiden. The team at South Central Neighborhood Place provided supportive services for the entire family to assist with their educational and self-sufficiency goals. Nicole's husband, Jeff, was able to attend night school to prepare for the Information Technology certification; they were assisted with transportation and utility assistance; and both children received help enrolling in spring and summer camps.



Jordan Richards entered the Project Life Program in June 2015. Upon completing the program, Jordan received employment at a call center until the company closed. Losing her job has not deterred Jordan from obtaining her goals; she continues to work towards her nursing degree and has obtained her CNA. No matter the obstacles, Jordan has the drive to overcome.



Carrie, a single mother of two, faced with multi-stressors came to the Charmoli Neighborhood Place for financial assistance with rent and utilities. She met eligibility, was enrolled and successfully completed the Case Management Program which provided her with an additional \$600 towards subsequent rental payments to help keep her home and family stable.



Ms. Ana Williams completed the Individual Development Account program thanks to the guidance of Donna Tyus, senior social worker at Ujima Neighborhood Place. She was referred to Family Scholar House where she obtained a degree, gained employment at Centerstone and is now officially a homeowner.



Miriam was very excited about learning skills to become self-sufficient when she was accepted in our Project Life Program in July 2016. After losing her job, she realized she needed to focus on completing her GED to build a brighter future. Now, Miriam is pursuing a college degree and is seeking acceptance into the Family Scholar House.

Resilience in Action

COMMUNITY ENGAGEMENT

VOLUNTEERISM

RCS emphasizes community engagement by building relationships and partnerships. We also offer a number of volunteer opportunities to enrich an individual's own life and the community they serve.



Retired & Senior Volunteer Program (RSVP)

- Increased the volunteer base from 500 to 550 active members.
- Expanded the available RSVP volunteer sites to 60 different nonprofits and community-based organizations.
- Collaborated with Blanket Louisville to collect and deliver nearly 1000 blankets to homeless shelters and centers.
- Celebrated the work of RSVP volunteers producing over 72,000 hours of service at annual recognition event with Mayor Greg Fischer.
- Provided over 500 pairs of socks, 350+ towels and 250+ wash cloths in partnership with RSVP members and sites to the Salvation Army for their annual Project Homeless Connect/VA Stand Down community outreach event.

Foster Grandparent Program (FGP)

- 143 active volunteers provided 131,568 hours of service to youth in JCPS, early childhood education programs and day care centers, and after-school programs and summer programs.
- 535 children/youth were served by FGP volunteers; 85% demonstrated gains in literacy and behavioral improvement.
- 100 Foster Grandparent volunteers completed the annual Volunteer Program Evaluation. From the evaluation, volunteers stated that they improved their physical and mental health.
- 5 veterans are serving as Foster Grandparent volunteers.



Senior Nutrition Program/Meals on Wheels

- During FY17, Senior Nutrition/Meals on Wheels served over 200,000 meals with the help of 500 volunteers.
- Over 2,000 active seniors were served at 22 different senior congregate locations.
- For the last several years, the J. Graham Brown School participated in the annual Love Letters campaign in a BIG way, creating handmade Valentine's Day cards to be shared with our Meals on Wheels recipients. This past February our staff picked up over 1,000 cards from these caring and compassionate students to be shared with our elderly, homebound clients.

ADVOCACY OFFICES

RCS' four Advocacy offices provide opportunities for residents, service providers and community agencies to come together to network and share ideas to address issues and concerns facing special populations; raise awareness of these issues; and advocate for community needs.



Office for Veterans (OFV)

- OFV was initiated in FY17 by the Mayor's Office to connect homeless veterans and honorably discharged veterans with information on available services through local nonprofit, federal and community business partners to include referrals for housing, financial assistance, training and education.
- Partners with local agencies to raise awareness of veterans' issues.
- Coordinates each year with VCAL (the Veterans Community Alliance of Louisville) and other local organizations that support veterans to produce the Mayor's Week of Valor, a week-long series of events that honor and celebrate the contributions of active-duty military, veterans and their families.



Office for Aging and Disabled Citizens (OADC)

- Formed an advisory board, preparing workgroups for Age Friendly City Initiative action plan, includes an official logo, Facebook page and webpage.
- TRIAD coalition celebrated its 19th Anniversary and relocated to MUSCL Senior Wellness Center, gathering 100 attendees each month for community networking, along with crime prevention and awareness
- Involved in two ADA Roundtables where Mayor Fischer and 50 government departments and disability agencies met to discuss concerns and achievements made in Louisville as well as discussed ways to further equality.
- Held the 2nd annual Fan Fair where 500+ fans were collected and distributed across the region.



Office For Women (OFW)

- Plans with community agencies to conduct a survey of attitudes and knowledge regarding domestic violence and domestic violence services and presents results to the community.
- Oversees the federally funded Louisville Metro Visitation and Exchange Center (LMVEC) to serve families with a history or risk of domestic violence between parents. More than 4,000 visits and exchanges were completed in 2016.
- Partners with LMPD Special Victims Unit and Jefferson County Public Schools to implement the Trauma Informed Support Project to provide early intervention and trauma-informed support to students who have been exposed to violence.



The Office of Youth Development (OYD)

- Created an Out of School Time System to coordinate programs and services for young people.
- Provided grants to 36 agencies representing 45 different youth programs.
- Implemented Minimum Quality Standard Assessment within community-based youth organizations.
- Trained 575 duplicated youth workers and 132 workers with Continuing Education Unit training hours.

FINANCIAL EMPOWERMENT

OFFICE OF FINANCIAL EMPOWERMENT

Through the Office of Financial Empowerment, RCS works to empower low-income and economically vulnerable residents by providing them with knowledge, tools, access and opportunities to fully participate in their quest for financial stability.

1

New Office of Financial Empowerment opened in October 2016 at the Nia Center, 2900 W. Broadway, joining a strong network of other empowerment providers including KentuckianaWorks, TARC, Jefferson County Public Schools and Job Corps.

15

Number of individuals living with disabilities enrolled in a matched savings and credit building pilot program in partnership with the National Disability Institute, Goodwill Industries, Center for Accessible Living and the Office of Vocational Rehabilitation.

230

Number of kindergarten students from Byck Elementary, Coleridge-Taylor Elementary, and Roosevelt Perry Elementary enrolled in Louisville's Children's Savings Program designed to save for college.

9,000+

The Volunteer Income Tax Assistance (VITA) program provided free federal and state tax preparation services for more than 9,000 households through a strengthened partnership with RCS.

22,950

Number of cumulative bank accounts opened since the inception of Bank On Louisville in 2010 which includes 2075 openings last fiscal year.



MICROBUSINESS

The RCS Microbusiness Development Program assists low-to-moderate income entrepreneurs in starting or expanding businesses. Through a revolving loan program, entrepreneurs have access to affordable small business loans (typically ranging from \$5,000 to \$15,000) that also serve as a credit-building tool as payments are reported to the credit bureau.

FY 17 Accomplishments:

- 23 loans awarded, totaling \$197,500 representing a variety of industries including janitorial, food/catering, t-shirt design, tax business, human resources/staffing, greenhouse/flowers, and a mobile oil changing service.
- New workshop titled, Exploring Entrepreneurship, was introduced to help new or aspiring entrepreneurs to the idea of entrepreneurship. Since its inception in November 2016, Exploring Entrepreneurship has provided small business information to more than 150 participants.
- Also new this year, Fifth Third Bank sponsored the FDIC's "Money Smart for Small Business" series at the Nia Center; and the U.S. Small Business Administration presented the Opening Doors – Federally Recognized Certifications" workshop series.

Program Highlight

Angela Bishop was the recipient of a \$20,000 microbusiness revolving loan boosting her dream of owning her own restaurant. She used the loan to purchase equipment, furniture, signage and food supplies. Angie's Home Cooking Family Restaurant celebrated its grand opening at 2622 W. Broadway in Lyles Mall in July 2017.

"I've had it in my heart a long time to open a restaurant that would be a gathering space for families to enjoy good food and good conversation. I invested my life savings into making this dream come true, and I'm especially grateful for the training and support I've received from Louisville Metro Government," stated Angie.

**23
loans
awarded**



FINANCIAL HIGHLIGHTS

TOTAL REVENUE

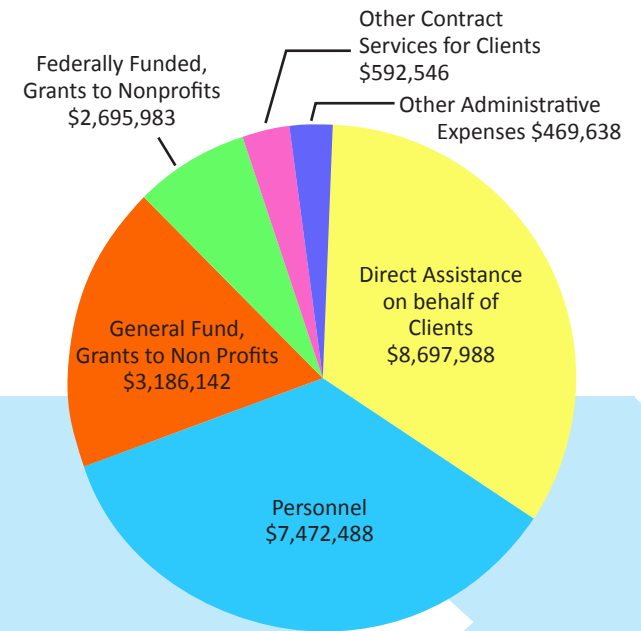
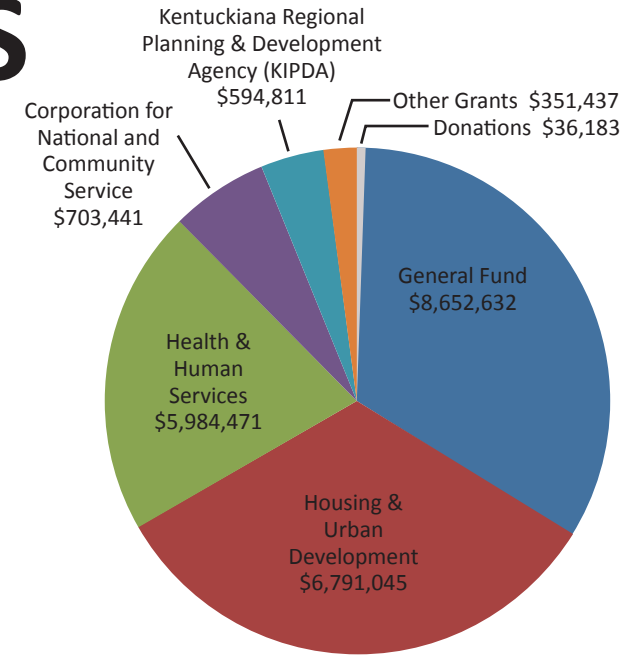
General Fund	\$8,652,632
Housing & Urban Development	\$6,791,045
Health & Human Services	\$5,984,471
Corporation for National and Community Service	\$703,441
Kentuckiana Regional Planning & Development Agency (KIPDA)	\$594,811
Other Grants	\$351,437
Donations	\$36,183

The \$23 million budget of RCS is mostly funded by federal grants with 37% of the agency's budget provided by local taxpayer revenue.

EXPENDITURES

Direct Assistance on behalf of Clients	\$8,697,688
Personnel	\$7,472,488
*General Fund Grants to Non Profits	\$3,186,142
Federally Funded Grants to Nonprofits	\$2,695,983
Other Contract Services for Clients	\$592,546
Other Administrative Expenses	\$469,638

Total expenditures for fiscal year 2017 were \$23 million with over 67% spent on client assistance or grants to local non-profit charitable organizations.



*RCS Leveraging Funds in Our Community

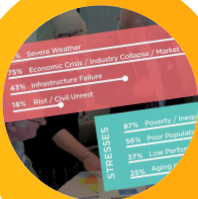
RCS supports our partners to help make a bigger impact to our community through decreasing homelessness, increasing household financial stability, increasing youth, teen and young adult engagement in quality programming and increasing access to services and resources for a targeted population. In fiscal year 2017, we had 77 partners who provided service to more than 97,800 clients, leveraging \$3,186,142.

BUILDING RESILIENCE

As a member of 100RC (Resilience Cities), Louisville gained access to tools, funding, technical expertise and other resources to build resilience to the social, economic and physical challenges that are a growing part of the 21st century.

JANUARY 2017

Agenda Setting Workshop held with stakeholders from various sectors as a first step in the development of Louisville's Resilience Strategy. Key focus areas identified include: strengthening education, racial equity, economic development and sustainability throughout the city.



MAY 2017

Strategy Partners Perkins+ Will and 100RC met with Chief Friedlander and Metro's cross-functional work group to launch Louisville's Resilience Strategy Development Phase. This process will last about a year and will include a Preliminary Resilience Assessment (PRA), an inventory of existing efforts that contribute to Louisville's resilience, and a prioritization of new resilience.

APRIL 2017

Eric Friedlander was appointed as Louisville Metro's first Chief Resilience Officer by Mayor Greg Fischer. Louisville Metro Community Services is restructured and renamed the Office of Resilience and Community Services.



MAY 2016

Louisville selected to join the 100RC Network, pioneered by The Rockefeller Foundation.



NEXT PHASES

STRATEGY RELEASE

Following the Preliminary Resilience Strategy, Chief Friedlander will thoroughly explore Louisville's resilience-building priorities, and culminate this analysis in a Resilience Strategy. After the Resilience Strategy is released, efforts will focus on the implementation of resilience-building initiatives.

IMPLEMENTATION



OFFICE OF RESILIENCE AND COMMUNITY SERVICES

Our Mission:

To fight poverty and promote compassion, stability, and the empowerment of residents and communities.

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Corporation for
**NATIONAL &
COMMUNITY
SERVICE** ★★ ★



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